

Missouri Western State University Request for Waiver

1. State operating appropriation for FY 2010 per FTE student for academic year 2009-10 compared to the state operating appropriation for FY 2011 per FTE student for academic year 2009-10.

As illustrated in Table 1, Missouri Western State University experienced a decrease of 11.4% (\$602) in state appropriation per FTE student for FY2011 compared to the state appropriation per FTE student for FY 2010. In actual dollars, Western's appropriation decreased from \$5,277 per student FTE in FY 2010 to \$4,675 per student FTE in FY 2011.

Western's FY 2011 state appropriation per FTE is \$1,035 below the state average appropriation per FTE. If Western had received the state average funding per student FTE, it would total \$4,950,405 in additional revenue. (This shortfall has an on-going/cumulative effect.)

The decrease in state appropriation per student FTE for FY 2011 is a result of two factors:

- the state appropriation cut of \$1,227,729 (5.2%), and
- Western's headcount increase of 7% (400 students) resulting in 321 more FTE students.

Table 1: Missouri Public Higher Education Appropriations per Funded FTE (excludes the University of Missouri System)

	FY 2010 Total Approp	Fall 09 FUNDED FTE**	FY 2010 Approp per FTE	Difference to State Average	\$ to meet State Average	FY 2011 Total Approp	Fall 10 FUNDED FTE**	FY 2011 Approp per FTE	Difference to State Average	\$ to meet State Average
Missouri Western 4 Year Universities	\$23,588,351	4,469.8	\$5,277	(\$780)	\$3,486,444	\$22,360,622	4,783.0	\$4,675	(\$1,035)	\$4,950,405
	\$356,425,601	58,846.5	\$6,057			\$337,874,342	59,169.0	\$5,710		

Funded FTE is the sum of Undergraduate FTE plus 1.25 times Graduate FTE and 1st Professional FTE.

Source of FTE data and Total Appropriations is Missouri Statistical Summary

FY 2010 does not include funds for Caring for Missourians or other one-time funds.

Prepared by Judy Fields, Institutional Research

The data in Table 2 show that Missouri Western is the fastest growing public university (FTE) in the state over the past three years at 17.98%.

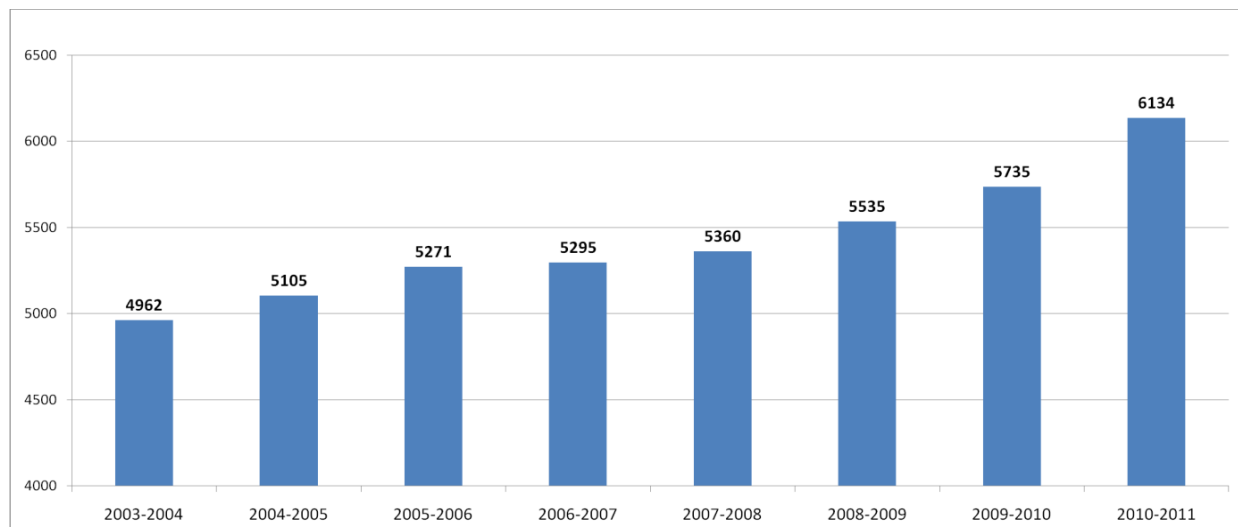
Table 2: Historical Trend in Total FTE Enrollment, Fall 2004-Fall 2010

INSTITUTION	FALL 2004	FALL 2005	FALL 2006	FALL 2007	FALL 2008	FALL 2009	FALL 2010	'09 to '10 Change	'07 to '10 Change
<u>PUBLIC BACCALAUREATE AND HIGHER DEGREE-GRANTING INSTITUTIONS</u>									
Harris Stowe State University	1,063	1,196	1,390	1,413	1,433	1,498	1,352	-9.71%	-4.30%
Lincoln University	2,370	2,346	2,304	2,288	2,243	2,416	2,471	2.25%	7.99%
Missouri Southern State University	4,044	4,198	4,407	4,343	4,184	4,531	4,618	1.91%	6.33%
Missouri State University	15,181	15,079	15,379	15,537	15,604	16,228	16,440	1.31%	5.82%
Missouri University of Science & Technology	4,594	4,800	4,979	5,320	5,450	5,861	6,159	5.07%	15.77%
Missouri Western State University	3,996	4,066	3,999	4,054	4,227	4,462	4,783	7.19%	17.98%
Northwest Missouri State University	5,017	5,139	5,052	5,463	5,673	5,857	5,921	1.08%	8.38%
Southeast Missouri State University	7,391	7,794	7,834	7,993	8,172	8,367	8,888	6.23%	11.20%
Truman State University	5,689	5,655	5,592	5,674	5,652	5,511	5,677	3.01%	0.05%
University of Central Missouri	8,128	8,342	8,500	8,610	8,736	8,807	9,049	2.75%	5.10%
University of Missouri-Columbia	23,000	23,704	24,187	24,272	25,834	26,787	27,830	3.90%	14.66%
University of Missouri-Kansas City	9,608	9,797	9,796	9,831	10,150	10,596	11,042	4.21%	12.32%
University of Missouri-St. Louis	9,164	9,452	9,466	9,546	9,578	10,030	10,226	1.95%	7.12%
Subtotal	99,245	101,568	102,885	104,344	106,936	110,951	114,456	3.16%	9.69%

Source: MDHE

Figure 1 shows Western's increase in headcount of 23.62% over the past seven years.

Figure 1: MWSU Headcounts for Past 8 Years (Fall Only)



2. Mandatory costs that have increased at a rate that exceeds the increase in the CPI, including, but not limited to increased costs incurred in connection with the implementation of new mandates or legal requirements.

Unlike many state agencies and departments, when appropriations are flat or decreasing, increases in mandatory expenses at universities are not funded through state appropriations and therefore must be covered directly from operating budgets. For Western, the increases in mandatory costs averaged about \$1,000,000 per year for FY 2010 and FY 2011.

The Consumer Price Index (CPI) calculation is based on the cost of a market basket of goods purchased by families and individuals. The CPI does not align with the items within a university's "basket of goods" where personnel, facilities and infrastructure investments consume the largest portion of a university's budget. For FY 2011, salary and fringe benefits accounted for over 69% of Western's budget. All three (personnel, facilities and infrastructure) account for 74% of the university's budget.

For fiscal years 2010 and 2011, mandatory costs that have increased at rates which exceed the increase in CPI, include:

- MOSERS/CURP
- Unemployment Compensation
- Utilities (added 60,000 new square feet of academic space & increased utility rates)
- Health insurance (institution's share)
- Contractual obligations for software, equipment, audit, etc.
- Scholarships (award levels have decreased, yet increased enrollment has yielded more eligible students.)
- Property insurance
- MOREnet dues

Some other mandatory costs that have increased over the past 2 years:

- Financial Aid – changes and additions in federal regulations and increased enrollment
- Increased fuel and maintenance and repair costs for upkeep of Western's 723 acres of property
- Increased verification requirements for international students and the increase in number of international students at Western
- Statutorily required background checks each semester on all faculty
- Additional expense related to extraordinary snow storms
- Legal fees
- Program and institutional accreditation costs
- Ever increasing state and federal regulatory and reporting requirements
- ADA accommodations – equipment, supplies and personnel required for more students with additional needs

Reduced Revenue

In addition to the increase in mandatory expenses, Western has several challenges from the revenue perspective:

- Budgeted interest on Western's investments has plummeted from \$580,000 in FY 2008 to \$36,000 in FY 2011.
- Six associate degree programs have been eliminated, while the expenses continue as the coursework for most of these degrees are included in four-year degree programs. Tuition loss is estimated at \$400,000 per year.
- Upcoming changes in policies effecting the Hillyard Technical School/Missouri Western State University memorandum of agreement related to the A+ program will further reduce opportunities for students and revenue for the University. For FY 2011, A+ funding amounts to \$869,000.

3. **Historical trends in the institution's operating appropriations, tuition policy and other financial issues and relationships.**

Operating Appropriations

Table 3 shows the historic trend of state appropriations for Western from FY 2002 to FY 2012. FY 2012 assumes the 7% reduction in state appropriation proposed in the Governor's budget.

Table 3: MWSU Historical Trend of Ongoing State Appropriations

	2001-2002	2002-2003	2003-2004	2004-2005	2005-2006	2006-2007	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012
Appropriation	21,906,789	21,906,789	20,084,703	20,766,118	20,766,118	21,197,492	22,358,627	23,588,350	23,588,350	23,588,350	22,360,621
Core Budget											
Cut		(2,190,679)								(1,227,729)	(1,565,243)
Less 3%											
Withholding	(657,204)	(591,484)	(602,541)	(622,984)	(622,984)	(635,925)	(670,759)	(707,651)	(707,651)	(670,819)	(623,861)
Net											
Appropriation	21,249,585	19,124,626	19,482,162	20,143,134	20,143,134	20,561,567	21,687,868	22,880,700	22,880,700	21,689,802	20,171,516
Less Add'l											
Withholdings	(3,130,209)	(663,882)	0	0	0	0	0	0	0	0	0
Actual											
Received	18,119,376	18,460,744	19,482,162	20,143,134	20,143,134	20,561,567	21,687,868	22,880,700	22,880,700	21,689,802	20,171,516

Table 4 documents that Western's net appropriations will have decreased by more than \$1 million over this period. Diminishing state appropriations have placed a heavy burden on Western to replace that critical source of revenue.

Table 4: MWSU Net Appropriations Comparison FY 2002 to FY 2012

	2001-2002	2011-2012
Appropriations	21,906,789	22,360,621
Core Budget Cut		(1,565,243)
Less 3% Withholding	(657,204)	(623,862)
NET APPROPRIATIONS	21,249,585	20,171,516
Western's net appropriations in FY 2012 will be \$1,078,069 less than it was in FY 2002.		

Tuition Policy

Western has a demonstrated commitment to keeping tuition as low as possible for students and their families. As shown in Table 5, Western voluntarily kept tuition paid at the same level for students enrolling in 12 credit hours per semester for fiscal years 2005 and 2006. In fiscal years 2010 and 2011, state university presidents made an agreement with the Governor not to increase what students pay in tuition. In the past seven years, Western has increased tuition only three times. Current students who are enrolled in 12 credits a semester are paying only \$20.40 per credit hour more or \$244.80 more per semester (13.97%) more than a student who was enrolled for 12 hours per semester in FY 2005 – seven years ago.

Table 5: MWSU In-state Undergraduate Tuition Paid for 12* Credit Hours, FY 2005 – 2011

Fiscal Year	Tuition (12 Hours)	\$ Increase over Prior Year	% Increase over Prior Year
2005	\$1,752	\$0	0%
2006	\$1,752	\$0	0%
2007	\$1,860	\$108	6.16%
2008	\$1,920	\$60	3.23%
2009	\$1,996.80	\$76.80	4.00%
2010	\$1,996.80	\$0	0%
2011**	\$1,996.80	\$0	0%

Average tuition increase over past 7 years is 1.9%.

**12 credit hours used because this is the average number of credits taken each semester by Western students.*

*** The Board of Governors approved an increase of 2.98% in FY 2011 but students did not pay the increase.*

Western's average tuition is currently third lowest among Missouri public universities at \$5,560.40. (Used FY 2010 since this amount was charged to students in FY 2011, not the 2.98% increase that was approved to place on the books). With the proposed tuition increase of 6.33%, it is expected that Western's relative position will not change in FY 2012. (See Table 6)

Table 6: Average Tuition FY 2010 and FY 2011

	Average Tuition	
	FY 2010	FY 2011
University of Missouri - St. Louis	\$8,595.36	\$8,583.36
Missouri U. of Science & Technology	\$8,488.40	\$8,483.05
University of Missouri - Columbia	\$8,430.90	\$8,430.90
University of Missouri - Kansas City	\$8,272.48	\$8,272.48
University of Missouri (average)	\$8,446.79	\$8,442.45
Northwest Missouri State University	\$6,701.70	\$6,882.60
Truman State University	\$6,692.00	\$6,692.00
University of Central Missouri	\$6,478.80	\$6,652.80
Lincoln University	\$6,175.00	\$6,175.00
Missouri State University	\$6,166.00	\$6,316.00
Southeast Missouri State University	\$6,167.70	\$6,317.70
AVERAGE TUITION	\$6,144.94	\$6,242.43
Missouri Western State University	\$5,560.40	\$5,726.30
Western's per student \$ amount below the average	(\$584.54)	(\$516.13)
Linn State Technical College	\$5,370.00	\$5,460.00
Harris Stowe State University	\$5,320.00	\$5,320.00
Missouri Southern State University	\$4,516.00	\$4,681.90

FY 2010 and 2011 Average Tuition Data Source: MDHE

Other financial issues and relationships:

Consequences of SB 389 tuition policy

The restriction on tuition increases imposed by SB 389 has been extremely detrimental to Western. Since the bill went into effect in FY 2009, the allowable tuition increase (tied to CPI) during FY 2010 and FY 2011 has not been adequate to cover even the new mandatory increases in expenses Western has experienced on an annual basis. The combination of cuts in state appropriations, a low allowable tuition increase tied to CPI, and increases in mandatory expenses is devastating to Western's budget.

As shown in Table 7, the limit on tuition increases imposed by SB 389 does not work in times when state appropriations are flat or decreased. Over the three-year period, Western must absorb a projected \$3.2 million in mandatory increases alone, while the allowable tuition increase during that same time would have generated only \$900,000.

Table 7: Detrimental Effect of SB 389 during times of Appropriation Constraint

	FY 2010	FY 2011	FY 2012	3 Year Total
State Appropriation Cut	\$0	(\$1,190,897)	(\$1,518,286)	(\$2,709,183)
	0%	-5.2%	-7.0%	
Mandatory Increased Costs	(\$1,011,651)	(\$1,277,699)	(\$1,000,000)	(\$3,289,350)
			(estimated)	
Budget loss (appropriation cut and mandatory costs)	(\$1,011,651)	(\$2,468,596)	(\$2,518,286)	(\$5,998,533)
			(estimated)	
SB 389 Allowable CPI Tuition Increase	\$20,000	\$567,000	\$315,000	\$902,000
	0.1%	2.7%	1.5%	
Budget loss without appropriation cut (yellow plus green)*	(\$991,651)	(\$710,699)	(\$685,000)	(\$2,387,350)
Tuition increase needed to cover appropriation cut	0.00%	5.67%	7.23%	
Tuition increase needed to cover mandatory increased cost	5.06%	6.08%	4.76%	
Tuition increase needed to cover budget loss with appropriation cut	5.06%	11.76%	11.99%	

* When state appropriations are flat, SB 389 provisions prevent Western from meeting the increased mandatory costs on an annual basis.

Additionally, Missouri Western has not added any student-approved fees since the effective date of SB 389 in FY 2009. Student-approved fees are not included in the calculation of the official 'average tuition' yet it provides another source of revenue to meet student's educational needs while increasing the amount students and/or families must pay.

4. Costs related to your institution's mission that requires growth in revenue in excess of the increase in the CPI.

As an open enrollment institution with a statewide mission of applied learning, Western provides opportunities for all students who are willing to work hard with faculty and staff to accomplish educational goals.

The open admissions designation means that Western admits students who have completed a high school education, either through a diploma or GED process. Other credentials (ACT or SAT, high school rank, high school grade point average) are used to place students in appropriate coursework.

Student Affairs and Academic Affairs collaborate to increase the number of college graduates in Missouri. As an open admissions institution, Western works with many students including adult learners and returning veterans who need significant academic and financial support to succeed.

Western's statutory mission has associated costs that require growth in revenue in excess of the increase in the CPI. The following areas serve all students and can attribute a significant portion of their effort and costs to 'open enrollment' students:

- The Center for Academic Support (CAS) provides one-on-one and small group tutoring for most courses on campus. The CAS offers free tutoring in math, writing, specific courses, reading and study skills. In addition to these services, students have access to online assistance, Supplemental Instruction (SI), and workshops sponsored by the Center.
- The Counseling Center is designed to help students with problems, both academic and personal, that might interfere with their educational pursuits. These include: improving motivation to study, managing time better, choosing future careers, improving concentration, increasing self-confidence, overcoming anxiety about test taking or public performing, developing independence and decision-making ability, and overcoming feelings of apathy.
- The Intensive Advising program is committed to student development, student success and to providing the highest quality advising for all first time and transitional students. A combination of advising professionals and highly trained faculty and staff advisors ensure that all students receive personal, accurate and appropriate academic advisement.
- The Non-Traditional Student Center is designed to assist non-traditional students with their unique educational, personal and professional needs. The Center serves students who are 1) 25 years old or older; 2) going to college for the first time or are coming back after an absence; or 3) do not conform to the definition of a traditional student.

Western's statewide mission in applied learning requires increased costs in providing the high impact educational experiences that result in benefits to students, graduates, and employers. Some applied learning experiences require faculty members to work with small groups of students or to supervise student work off campus. Examples of applied learning experiences that result in increased costs include:

- Internship placement and supervision
- Equipment for applied learning intensive programs, classes, and research
- Costs for conducting an applied learning conference and producing an applied learning journal
- Software to track students' applied learning experiences
- Student-faculty research
- Presentations of student research at conferences

5. Costs related to other initiatives designed to meet specific needs of the State of Missouri that require growth in revenues in excess of the increase in the CPI.

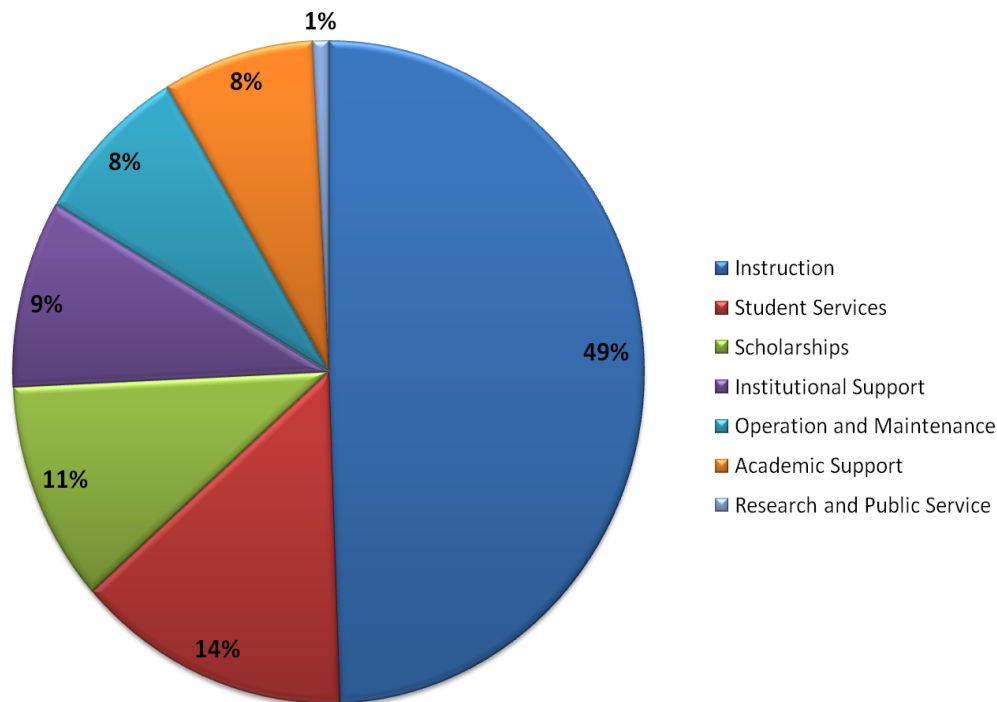
Western is well positioned to respond to the state initiatives to increase the number of Missourians with college degrees, to graduate more health care professionals, and to meet the needs of high demand fields including sciences, mathematics, technology and engineering in order to grow the State's economy. In meeting these challenges, Western incurs ever increasing costs.

1. Increase the number of Missourians with college degrees (retention)
 - a. Non-traditional students comprise twenty-five (25) percent of Western's enrollment. The success of these students is critical to increasing the number of Missourians with college degrees.
 - b. Most non-traditional students have been out of school for years and need academic supports.
 - c. Many have huge financial issues with families and jobs and lack of resources.
 - d. The cost of support services for these students is an investment in their success as well as the economy.
2. Graduating health care professionals
 - a. Qualified nursing faculty (especially those holding a PhD) are difficult to recruit and retain.
 - b. Replacement of the one-time Caring for Missourians funding to maintain the increase in number of graduates in nursing is necessary.
 - c. Specialized equipment and software is expensive and necessary.
3. High-demand fields – sciences, mathematics, engineering technology and health professions
 - a. Academic programs in these high demand fields require state-of-the-art space and equipment, which is expensive.
 - b. Recruitment and retention of appropriately prepared faculty.
 - c. Western's location in the heart of the animal health corridor leads to increased demand for graduates with knowledge and skill in these fields.
 - d. Western places many students in internship positions in animal health industries.
4. Growing the State's economy – Incubator and Entrepreneurship endeavors
 - a. Western's Kit Bond Science and Technology Incubator is currently filled.
 - b. Maintenance, repair, and technology are increasing expenses.
5. Accreditation costs
 - a. Nearly all of Western's programs have national accreditation where national accreditation is available.
 - b. Accreditation costs increase annually.
6. Technology costs
 - a. Instructional technology – classrooms and laboratories
 - b. Academic support
 - c. Administrative (Enterprise Resource Planning System)

6. The current and/or historical structure of the institution's total budget, including the institution's allocations for faculty and non-faculty salaries, institutional financial aid, student support, research, physical plant maintenance and other operational activities.

Figure 2 is from Western's FY 2010 audit showing the operating expenses by function. A full 49% of expenses relate specifically to the core instructional mission of the university. Western continues to invest a high proportion of its total expenditures in instruction and other activities dedicated to supporting students. Instruction, Research and Public Service, Student Services, Scholarships and Academic Support combined represent 83% of the total educational and general expenditures. Institutional Support at 9% and Operation and Maintenance at 8% make up the remainder of total expenditures for FY 2010.

Figure 2: FY 2010 Operating Expenses by Function

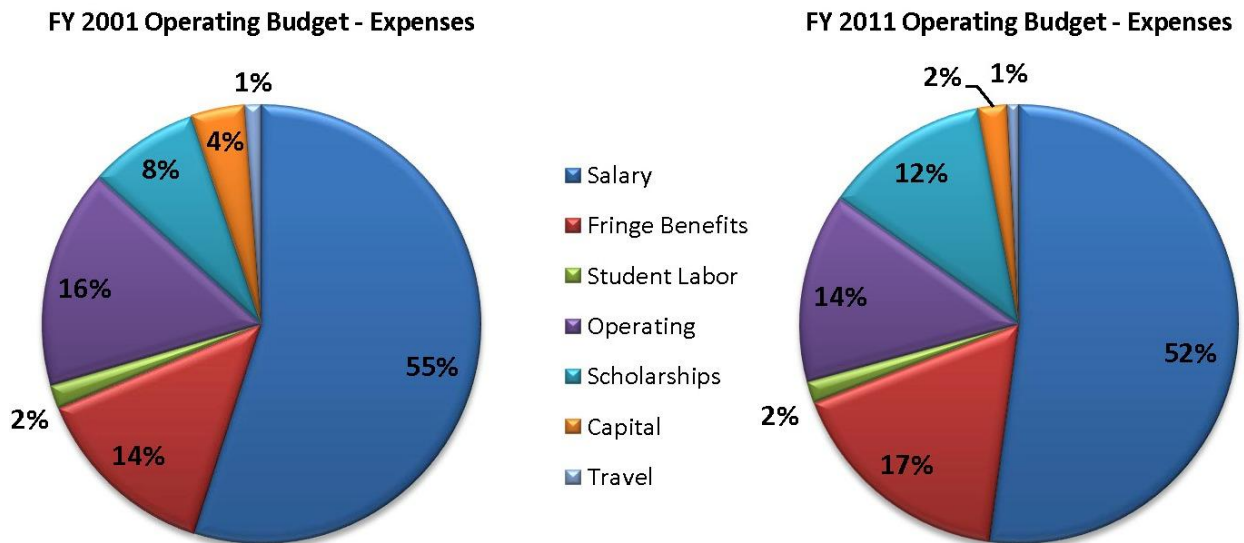


Western has reallocated resources internally to support the priorities of the University. Those priorities reflect a focus on the education of our students. Figure 3 compares the budgets for FY 2001 and FY 2011. Several conclusions can be drawn from the figure:

- There has been significant growth in the scholarship budget from 8% in FY 2001 to 12% in FY 2011. This growth has been intentional and covered from a portion of any tuition increases during those years.
- As a percent of budget, salaries have decreased from 55% in FY 2001 to 52% in FY 2011. This decrease occurred when enrollment was growing by about 1,000 students.

- Fringe benefit expenditures have increased from 14% in FY 2001 to 17% in FY 2011. The primary drivers in this increase are the higher rates paid on health insurance and retirement.
- Operating budgets have decreased from 16% in FY 2001 to 14% in FY 2011. This is due to the 20% decrease in operating budgets across all departments.
- The budget for capital expenditures has decreased from 4% in FY 2001 to 2% in FY 2011.

Figure 3: Comparison of MWSU's Operating Budget - Expenses for FY 2001 to FY 2011



7. Damage, destruction, or deterioration of facilities, infrastructure, property or other physical assets of an institution for which there are insufficient funds from state appropriations or insurance proceeds to repair or replace.

A Facilities Condition Audit completed in December 2006 described needs over the next five years (2007-2011) totaling almost \$13 million in deferred maintenance. Those five years have come and gone and we have not been able to tackle this critical issue. Currently Western is only able to allocate a very modest \$500,000 to deal with annual deferred maintenance needs. To complicate matters, the \$500,000 comes from current reserves, which is being depleted quickly by appropriation cuts and increased mandatory costs.

Missouri Western completed a Facilities Usage Plan in 2009 and had a facility review by the MDHE in the same year. Below are excerpts from the MDHE review that clearly state some of the issues Missouri Western faces regarding maintenance and repair needs:

“Much of Western’s campus is, however, older and has not been renovated recently. Many of Missouri Western’s buildings were constructed in the early to mid-1970s, and some have not been substantially renovated since that time. The buildings are well cared for, but they show their age and the effects of long-term deferred maintenance. In many cases, buildings are supported by heating/cooling, electrical, and plumbing systems that are over 40 years old. Preventive maintenance has been limited because of limitations in the university’s operating budget, resulting in increased equipment breakdowns and operating costs.

A few facilities stand out as especially in need of updating. Potter Hall is simply too small for the functions it houses. Wilson Hall is another example of a building that is no longer well-suited to accommodate the programs it houses. Many buildings contain classrooms and offices that have not been updated for years.

Quantity of space is also an issue. A steady increase in enrollment, the addition of graduate programs, and the expansion in other programs has dramatically increased the use of campus facilities. Western needs more general education classrooms throughout campus. Several buildings house programs that have grown substantially in recent years, including Popplewell Hall, which houses administrative offices and academic departments including the business school, and the Looney Complex, which provides space for a variety of classes, programs, and activities. Popplewell Hall classrooms have had chairs added to meet increased enrollment demands, which creates egress and handicap accessibility challenges. Efficiencies in airflow (HV/AC) are particularly lacking in Popplewell Hall. These facilities are being used at – or, in some cases, beyond – their maximum capacity. The Looney Complex has converted every available square foot into classroom space. Gymnasium balconies, once used for activity courses, have been enclosed for traditional classroom space and the activity courses have been crowded into spaces which were designed for other uses (racquetball courts, former weight training rooms, tennis courts, etc.). Some of the space in the Looney Complex is difficult to access – steps create a hindrance for some of the retro-fitted classroom space. Because

of increased class demands, it is not unusual to have 3 classes taking place at the same time in Looney arena.

Finally, many of the systems that support the Western campus are aging and in danger of failing. The university's voice/video/data network has not been substantially updated since the 1990s and is well beyond its anticipated useful life. Many classroom presentation systems have also not been updated since the 1990s, and these classrooms no longer meet students' and faculty members' expectations or needs. Seven buildings have elevators in which the major components are over 35 years old. Old, inefficient HVAC systems; roofs that are seriously deteriorated; aging electrical systems; compromised sealing/tuck pointing; and deteriorated water lines are also problems in buildings throughout campus."

Immediate concerns include:

- Deteriorating streets throughout the campus - construction projects, increased use by students and visitors (60,000 visitors for the 2010 Chiefs training camp alone), weather and natural aging have created an imminent need to repair the streets
- Campus egress/ingress - to help traffic flow for the growth in students and events. The cost for adding a road will be immense due to the rolling nature of the terrain
- Renovation and expansion of Potter Hall (visual and performing arts) to meet infrastructure demands of increased students and changing programs to meet workforce needs which require more technology and space
- Classroom equipment and furniture replacement
- Wireless internet needs to be extended across campus

8. Actions your institution has taken to reduce costs and become more operationally and financially efficient. Examples may include, but are not limited to, and elimination or restructuring of academic programs or reductions in administrative structure or staff.

Western has taken a number of steps to increase efficiency and to reduce operating costs:

- Executive/Management (Administrative) positions were eliminated
 - Additionally, beginning in FY 2012 one academic Dean position will be eliminated and the College of Professional Studies and the Craig School of Business will be consolidated under one Dean.
- Operating budgets across campus were decreased permanently by 20%
- Salaries and wages have been frozen at the FY 2009 level
- Faculty compensation for summer teaching has been reduced
- Class sizes have been increased; most to the size of classrooms
- Student scholarship award amounts have been reduced
- Vacant positions across campus were eliminated
- Few new full-time faculty or staff positions have been added, despite a growth in student FTE enrollment of 18% in the past three years
- The use of adjunct faculty has increased by approximately 25% in the past two years
- Travel has been reduced and requires approval at the Vice Presidential level
- Routine maintenance and repair have been postponed, thus increasing deferred maintenance needs
- Renegotiated off-site classroom rental space resulting in space being donated for one year
- Major restructuring in Student Affairs led to cross-training and shared resources improving efficiency
- Custodial services have been reduced in order to provide limited service to all buildings with the same number of employees
 - Offices are now only having trash removed weekly
 - Classroom dusting and floors are now being done twice per week
- A procurement card system has been instituted which has resulted in new revenue of \$83,000
- Share the cost of a faculty member with the Community Orchestra
- Using Build America Bonds and Economic Recovery Zone bonds will save \$5.3 million in interest payments over the life of the bonds
- Have re-designed courses to meet student needs with fewer faculty members
- Partnership with the University of Missouri on a Strategic Procurement Consortium Feasibility Study

Western participated in the statewide review of academic programs with a three-year average of less than 10 graduates per year. Nineteen programs were reviewed; one program was deleted, one program will be offered through collaboration with other institutions, and two programs will be combined into one program. The savings that will be achieved through the outcome of the program review will be used to strengthen other programs. Although the savings will be limited and will require several years to achieve, the faculty resources that

will be available as a result of the deletion of one program will benefit other programs in part because fewer adjunct faculty members will be used to teach courses.

9. Any other extraordinary circumstances.

Employees

Table 8 shows the change in the number of faculty, staff and administrators from Fall 1999 to Fall 2010. As indicated in the table, the number of full-time faculty has increased by six positions (3%); the number of full-time staff has increased by six positions (2%); and the number of executive/management decreased by three positions (12%). During the same period, student enrollment increased by approximately 1,000 students. Any further reductions in faculty or staff positions will jeopardize the quality of the educational experience for the students at Western.

Also, during this time period Western has added seven buildings for a total of 388,325 new square feet to operate without any additional state support. If the additional positions in auxiliaries were taken out because they are not a part of the general operating budget, Western would actually have fewer full-time employees now than in 1999. Given the large increase in student enrollment at Western, it will be essentially impossible to reduce the number of personnel any further.

Table 8: Change in Number of Employees Fall 1999 to Fall 2011

Employees	Fall 1999	Fall 2010	Difference
Full-time			
Faculty	189	195	6
Executive/Management	26	23	-3
Other Staff	284	290*	6
Total Full Time	499	508	9
Part Time			
Faculty	122	190	68
Other Staff	8	2	-6
Total Part-Time	130	192	62
Full Time Equivalent (FTE)	4100	4783	683

Based on IPEDS Reported Data

**Includes 31 full-time staff who are funded by auxiliary (self-supporting; do not receive funds from tuition or state appropriations); does not include grant funded positions.*

Western is very lean and efficient in operating a growing university. For example, the recently constructed Remington Hall added 60,000 more square feet of high quality, needed academic space that must be maintained without any additional custodial staff.

Although Western remains significantly below the national average in the use of part time faculty, their numbers have increased by approximately 25% over the past 3 years. Part-time faculty help meet the needs of the rapidly growing number of Western students.

Reserve Fund

Western has been using its reserve fund to pay annual operating costs and is in danger of going below the governing board's policy of maintaining 4-6% of the operating budget in the reserve fund. Restoring and growing the reserve fund is critical.